

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Certain Questions Relating to Inspector
General Survey of the Office of Personnel

In our initial meeting with you at the outset of our recently completed Inspector General Survey of the Office of Personnel, you presented the inspection team with a series of ten questions in which you indicated a particular personal interest. Although some of these topics are considered in the formal survey report, specific responses to each of the various questions are presented in the attached memorandum as a matter of convenience.

J. S. Barman
Inspector General

Attachment

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1. Are heads of offices complying with instructions in [] on integration of sensitive personnel data?

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We find that progress has been made in integrating information in "soft files" into the sensitive file of the Office of Personnel. A spot check, however, indicated that in several current problem cases which have been developing over a period of time, the responsible component had not furnished the Office of Personnel with data of the kind required under this instruction. We have a recommendation on this in our report.

We should also point out that in many cases the Office of Security and the Medical Staff report to the Director of Personnel that they have sensitive information about an employee which is "privileged," and therefore it is not disclosed to Personnel. In several cases it has not really been too sensitive to withhold it from Personnel. In others a "flap" developed which could have been prevented or minimized if the Office of Personnel had received enough information to take action earlier. We recommend that the Deputy Director of Support review this procedure with Medical, Security and Personnel and insure that Personnel is adequately informed of potential crisis cases, and is in a position to investigate cases which fall under DDCI's instructions of 13 March 1964, Supervisory Performance in Matters of Employee Behavior and Performance.

2. What progress is being made in automating personnel qualifications records?

Progress is being made. Such records exist on people in grades GS-9 to GS-18. We believe that such records on all people will exist by the end of calendar 1965. The unit concerned knows what it is doing and has a good plan for completion of these records.

3. Do we need, and can we defend the costs of "luxury services" like central processing, the recreation program, insurance programs, and the like?

We believe the Agency needs such services, and the costs are reasonable and defensible. We are so stating in our report.

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5. What is being done about looking into retirement programs, insurance and other benefits provided to employees of proprietaries, which involve large dollar commitments by the Agency?

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6. Are there too many personnel statistics? Are they accurate? Who uses them?

There certainly are a lot of personnel statistics. As you know, the Office of Personnel has appointed a Task Force to look into personnel records of all kinds, because many data are inaccurate. It is our impression that this Task Force will in time improve the records system. Statistics and records on non-staff personnel are quite inadequate.

It is our impression that all of the statistical reports serve a useful purpose, and that the need for each report is regularly reviewed in the Office of Personnel.

7. Are the controls in the Office of Personnel on hiring new people and keeping the Agency within its ceiling effective?

We believe the controls are effective on staff personnel. As you know, there are no such controls on non-staff personnel.

8. Has CIA thought through the effect of its cutback in clerical recruitment?

We believe the Office of Personnel and others somewhat misjudged clerical attrition and the difficulties of recruiting clericals under higher standards and with a full field investigation before entrance on duty. CIA is now facing a possible clerical shortage. We have a recommendation to change the ground rules in our report.

9. Does the Office of Personnel have enough people to handle the workload?

We believe the Office has enough people to do the job. The cutback in hiring people in CIA has resulted in a surplus of people in the Recruitment Division, and will permit the Central Processing Branch to do its job without adding more people as it had to do in the spring and summer months in previous years.

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10. How effective is the Personnel Advisory Board?

The Board is less effective than its predecessor, the Career Council, because the latter included the Deputy Directors, not their representatives. The Personnel Advisory Board meets infrequently (once in the last six months) and considers relatively unimportant issues.

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Remarks:

We appreciate the comments of the DDS in his memorandum of 5 October 1964, and the responsiveness to most of our recommendations.

We continue to believe that the Agency is too complacent about the problems we identify in our Recommendation No. 9 on personnel counselling and Recommendation No. 19 on attrition among professional personnel, and suggest that they be given a higher priority.

Orig of comments.

J. S. Earman

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Inspector General

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